

INNOVATION BRIEF

Tomorrow's AI-Powered CRM

From passive data to proactive intelligence



WRITTEN BY

Elisha Harrington
APAC Innovation Officer

Tomorrow's AI-powered CRM

From passive data to proactive intelligence

Summary

- Today's customers have changed, expecting real-time, personalized, AI-driven experiences across all touchpoints.
- Legacy Customer Relationship Management (CRM) systems are no longer fit for purpose. They have become overengineered and fragmented, limiting responsiveness and eroding customer loyalty.
- The future of CRM is an enterprise-wide intelligence hub that serves as a system of action connecting front, middle, and back offices. It will enable the whole enterprise to act intelligently in concert across the entire customer journey.
- Tomorrow's CRM will function autonomously across the enterprise. It will proactively identify issues, coordinate seamless, personalized omnichannel experiences, and empower employees with real-time insights, transforming them from reactive responders to strategic advisors delivering resolution before customers even realize problems exist.
- An AI-powered CRM will empower companies to anticipate customer needs, and act on them in a unified way. This builds trust and loyalty, turning customer relationships into a value driver and competitive advantage.

Customer Relationship Management (CRM) has long served as a foundational capability, powering contact management, pipeline visibility, and operational efficiency in customer-facing teams. For many organizations, it delivered measurable returns and structured growth. However, these disparate systems of record served disconnected customer experiences, reinforcing silos that prevented customer journeys from being fluid and personalized.

What was once a system of record for sales, marketing, and service is no longer enough in

today's environment. Customers don't think in terms of "selling," "service," or "billing." They expect one unified company that knows and values them at every touchpoint. They want companies to value relationships and service, anticipate their needs, and resolve issues proactively, regardless of who they're interacting with in the organization.

More so, in the quickly evolving era of artificial intelligence, AI is only as effective as the data that powers it. As a result, marketing, operations, logistics, finance, and support must



“

AI is helping chart a new path forward by transforming CRM from a system of record to an enterprise-wide intelligent system of action.

not only be aligned but also connected to deliver intelligent, personalized, and integrated experiences and services to customers.

Unfortunately, today's current CRM approaches are failing to meet these elevated demands. Legacy CRM applications are falling behind and often lack interoperability; they are configured as silos within a departmental framework and cannot orchestrate actions or insights across the full value chain. This results in fragmented

customer views, redundant tasks, and a failure to deliver the kind of seamless, proactive service that modern consumers demand.

We've reached a pivotal inflection point as customer expectations rise and current CRM systems struggle to keep up. AI is helping chart a new path forward by transforming CRM from a system of record to an enterprise-wide intelligent system of action. The CRM systems of the future will redefine customer engagement, shifting from fragmented data systems to an intelligent fabric that delivers personalized experiences at scale and powers the whole enterprise to serve the customer.

Customer experience has become the new competitive battlefield, eclipsing price and product in importance to gain and retain new customers. An AI-powered CRM can help deliver more meaningful and effective customer relationship management to drive business value.



Today's customers are demanding more

Modern customers are more empowered and discerning than ever. Customer expectations are changing due to a confluence of digital, generational, and technological shifts in daily life. Ubiquitous connectivity is the new normal. Customers expect immediacy, continuous availability, and hyper-personalized, proactive experiences across every touchpoint facilitated by AI-powered platforms.

A McKinsey survey found that "two-thirds of millennials expect real-time customer service...and three-quarters of all customers expect consistent cross-channel service

“

In a world where a frustrated social media post from a customer can go viral in minutes, a CRM strategy that waits weeks or months to detect and respond is fundamentally misaligned with today's reality.

experience.”¹ Likewise, according to a survey of more than 7,000 customers, Accenture found that “for 64% of customers, service quality is the single most important factor separating one company from another.”² In other words, customer service is vital for business success,



but “customers are getting harder to please.”³ This has fundamentally redefined what “good service” means. To be a leader, it is no longer acceptable to meet expectations; companies must exceed them.

As a result, the customer journey is no longer linear, and crucially, it does not pause for organizations to catch up. It is now continuous and instantaneous. Customers demand that companies move in real time across both digital and human channels, leading to increasing pressure for enterprises to modernize and unify their service strategies to deliver a more connected service. In the Accenture survey, 87% of consumers said they would likely *avoid* a company after just one bad experience.⁴

The stakes for getting customer experience right have never been higher. For customers, their patience for poor service has evaporated. For brands, the consequences of poor service experiences feel increasingly consequential. In a world where a frustrated social media post from a customer can go viral in minutes, a CRM strategy that waits weeks or months to detect and respond is fundamentally misaligned with today’s reality.

Legacy CRM systems are falling short

Organizations’ legacy CRM systems are ill-equipped for today’s consumers and tomorrow’s technology. As Forrester

Vice-President Kate Leggett observed, “over the last 20 years, CRM software has become overengineered, and complexity is killing its value.”⁵ For example, consider a financial institution where a customer must repeat their story to three departments, including sales, compliance, and support, because their CRM doesn’t unify actions across the organization. This results in lost opportunities, with each disjointed experience not only risking churn but also undermining cross-sell, up-sell, and long-term account growth.

across teams. Leggett likens current CRM to the Winchester Mystery House, a small California farmhouse that an heiress renovated into a 160-room mansion, resulting in a confusing maze of structures that boggled the mind and



“

Decades of new features tacked onto other features have led to existing CRM systems that are overengineered, fragmented, and underutilized.

were impossible to navigate.⁶ Like the infamous house, decades of new features tacked onto other features have led to existing CRM systems that are overengineered, fragmented, and underutilized.

Designed for a different era, traditional CRM systems promised a 360-degree view of the customer and scalable service delivery. Yet, they’ve become siloed systems of record that are challenging to navigate and lacking a single source of truth. Analysis by McKinsey argues that survey-based customer experience (CX) systems are limited, reactive, ambiguous, and unfocused, making it nearly impossible to get

Today's enterprises face a watershed moment in customer management. Traditional CRM systems with fragmented data, disconnected workflows, and narrow, backward-looking insights limit an enterprise's responsiveness and ability to integrate insights and actions



immediate, granular insight or link CX improvements to business outcomes.⁷

Today's CRM users feel overwhelmed by the numerous fields, forms, modules, and add-ons they barely use. They also largely manage data rather than orchestrate meaningful engagement and are slowed down and distracted by data entry busywork. Teams lack real-time context and situational awareness and are often blind to what actions a customer has taken, what issues may be brewing in other parts of the organization, or how external variables (like inventory shortages or policy changes) impact the customer experience. These blind spots result in disconnected decisions, slower resolutions, and missed opportunities for value creation.

Service teams are left reacting to problems instead of proactively enhancing value. The

current system hinders service teams' ability to cross-sell, manage portfolios effectively, and rapidly launch and enhance products and services to better serve customers and increase revenue. As a result, every customer interaction becomes transactional, delivering only basic issue resolution and offering a one-size-fits-all experience.

Have you ever had a support agent not know that you just bought a product from the company, or a sales rep not see that you have an open support ticket? That's the siloed CRM at work. A customer's interaction in one channel or department might not be visible to another. CRM systems, as they stand today, rarely anticipate issues or surface new opportunities. They wait for customers to raise their hands, often when something has already gone wrong.

By that point, the risk of churn is high, the cost to recover the relationship is significantly greater than retaining it earlier,

and marketing investments.⁸ Legacy CRM systems are not only a threat to customer retention but also to a business's bottom line.

“

Legacy CRM systems are not only a threat to customer retention but also to a business's bottom line.

and the opportunity to deepen the relationship has passed.

From today's customer perspective, the company is a single entity that should know their history, preferences, and needs across all interactions. But today's CRM systems are ill-equipped to meet this expectation. What are the consequences of maintaining the status quo? A Bain & Company survey found that companies with robust, integrated customer tech and data are far more likely to achieve their growth and productivity targets, whereas those who don't integrate struggle to realize full value from their sales



An enterprise-wide system better serves the customer

Given the challenges of today's legacy systems, incremental tweaks to CRM will not be enough. Customer service can no longer be confined to call centers or specific touchpoints. It happens wherever customers are, often outside of company-controlled platforms. Customer service involves everyone in the enterprise who has a hand in shaping the customer's journey, directly or indirectly.

CRM can no longer be confined to legacy software and limited AI use

“

The CRM of tomorrow will act as the central nervous system of a company's customer strategy.

cases. Instead, the CRM of tomorrow will act as the central nervous system of a company's customer strategy. The future of CRM is AI-powered, and it's time to reimagine CRM as a front-to-back AI-native platform that unifies every touchpoint and back-end process and focuses on unlocking additional value.

The CRM of the future is an enterprise-wide intelligence hub, spanning every department and connecting traditionally separate domains, from customer-facing teams to back-office functions. It is designed to enable the entire organization to operate in concert with pervasive intelligence powering enterprise decision-making. It will also be a strategic system of action that anticipates customer needs, designs around those needs, and grows



with customers. It will orchestrate cross-functional workflows and power unified enterprise responses that elevate the company-wide mission.

This new, cohesive model for customer strategy and business growth integrates AI into sales, service, operations, and customer front-office support, transforming end-to-end customer journeys. AI-native CRM reimagines value chains from static data repositories into dynamic decision engines that drive



hyper-personalized, proactive service and journeys at scale, enabling representatives to better serve or even proactively serve customers. This lowers customer acquisition cost and conversion time while increasing customer retention.

Imagine AI identifying a product defect based on customer sentiment, triggering proactive recalls, or seamlessly coordinating across chat, email, and social media to resolve a billing issue in one fluid experience. Picture an AI assistant that remembers every customer interaction, anticipates their preferences, and acts across departments to deliver a seamless journey. Employees are empowered with real-time insights, receive the next-best actions in the flow of work, and spend more time on meaningful engagement. Customers experience resolution before they realize an issue exists, while employees shift from reactive responders to strategic advisors.

These scenarios illustrate a seismic shift. CRM will no longer be just a tool for managing customer interactions. Instead, it will become the operating fabric of the modern enterprise. By embedding intelligence into every workflow, channel, and function, tomorrow's CRM will empower organizations to move as one unified entity, seamlessly personalizing at scale, and delivering outcomes before the customer even asks. This will build trust and forge enduring relationships in an AI-driven economy.



Imagining CRM as an AI-powered system of action

Tomorrow's CRM will use AI to provide new levels of service and engagement across the customer journey. Here are four of its key features:

1. Real-time connected intelligence across the enterprise

Connecting customer-facing teams with middle-and back-office functions through real-time guidance for each interaction will allow businesses to monetize back-office data from finance and supply chain. By utilizing what-if

scenarios, organizations can generate customer insights and identify new cross-sell and up-sell opportunities. This approach will also identify predictive actions to mitigate risks, reduce churn, and recommend the next best offers. Ultimately, this predictive guidance will help businesses capture a larger market share, achieve higher category growth rates, improve competitive positioning, and enhance customer effort scores as well as overall customer satisfaction.

In retail and consumer goods, companies could apply AI to demand forecasting and inventory management, ensuring that operations align with real-time customer demand signals. An

insurance provider might examine claim payout patterns, invoicing behavior, and actuarial models to craft bespoke premium services. This new model redefines CRM as a dynamic command center, enabling organizations to act with precision, personalize at scale, and unlock new sources of enterprise value.

2. Turning operational insights into customer-centric value creation

Tomorrow's CRM will extend traditional customer-facing activities by converting operational domains into strategic revenue-growth engines by analyzing patterns that unlock new services or revenue streams. This is what McKinsey calls "experience-led growth," which is "a strategy focused on improving the experience of existing customers" that "can deliver breakthrough growth for incumbent companies."⁹ For example, risk analysis and capacity planning can be combined to enhance the customer experience. This transforms the back office into a growth engine, driving the company toward new strategic profitability opportunities by utilizing data that was previously stored in spreadsheets and silos, unlocking expertise, and providing a competitive advantage.

There will be a critical shift in customer service strategy from just logging a request to focusing on resolving the root cause of the customer

issue. The customer inquiry will be treated as an end-to-end journey that often spans multiple departments and systems, helping to uncover the customer's deeper needs. For example, a customer's service request might begin with a call or chat, but fulfilling it may involve interacting with inventory systems, billing, engineering, or field technicians. The bottom line is that operational data and processes, when linked with CRM, become a strategic asset for customer strategy.



3. Closing the feedback loop

In many organizations, valuable customer feedback never makes it to the teams that could act on it. A critical yet often underutilized dimension of legacy CRM strategy is the failure to integrate product development and operational teams into the customer feedback loop, limiting their ability to iterate in real-time, respond to customer issues, and drive innovation at speed. In contrast, a McKinsey customer example found that by listening to customer pain points and responding with cross-company fixes, a mobile telecom

operator improved satisfaction rates and cut customer churn by 75%, leading to nearly doubled revenues from existing customers and far outpacing peers.¹⁰

In tomorrow's AI-powered CRM systems, customer data will be continuously updated and contextualized across all touchpoints. This real-time data integration enables teams to proactively identify customer pain points, iterate on product features, and deliver adaptive services. For instance, generative AI can analyze support tickets and social media interactions to surface recurring issues or feature requests, directly informing R&D priorities.

Moreover, AI-driven simulations can aid in designing and testing new product concepts that align with customer preferences, thereby accelerating innovation cycles and facilitating co-creation with customers. AI-driven sentiment analysis can gauge customer emotions across touchpoints, from call transcripts to social media, to flag dissatisfaction that might not appear in raw numbers. By making customer data instantly actionable, companies transition from a reactive to a proactive model of service and product iteration, addressing problems before they escalate and refining experiences in real time.

4. Cross-functional orchestration and autonomy

Future CRM will extend beyond customer-facing departments to coordinate

everything needed to deliver an outcome. This means AI in CRM might trigger actions in the



supply chain (to rush a shipment if a VIP order is at risk), or in HR (to alert if staffing is insufficient in a call center given incoming volume). Essentially, CRM becomes the command center for customer-centric management, breaking the boundary between the front office and the rest of the enterprise. In many ways, it becomes synonymous with an enterprise's operating system. In a truly customer-centric company, almost every function's activity is ultimately tied to customer outcomes.

The future of CRM is an autonomous customer operating system

Looking ahead to the not-so-distant future, CRM will become an autonomous operating system (OS) with self-learning AI continuously adapting to new customer data and behavior and self-optimizing its performance. In this future state, CRM is not a separate software that sales or service reps log into occasionally; it is the central hub of customer interactions, pervasively embedded in every internal process that affects the customer. This will enable the detection of emerging trends or issues and adjust engagement tactics on the fly. Instead of thinking about the funnel of journey stages, companies will think about continuously addressing customer objectives and how their autonomous systems can help fulfil them.

The autonomous CRMOS will not only act in real time but also learn and strategize. It might identify an emerging customer segment that is underserved or flag a feature that customers are consistently asking for that could generate new revenue if produced. For example, if a customer complains about a late delivery, AI can autonomously verify the issue, refund the shipping fee, and notify the logistics partner. If AI detects a spike in related support tickets, it

can trigger recall efforts and proactively send customers a solution before they reach out, winning a greater share of wallet for future potential sales and driving net revenue retention rates.



Part of this CRM OS will also be a customer AI engagement layer that leaders could query with natural language. For example, the chief customer officer might ask, “Where are we seeing the biggest drop in Net Promoter Scores and why?” Questions like this move CRM into the realm of decision support and strategy, informing experience-led strategy across the company.

The CRM operating system could also coordinate interactions across chat, email, social media, and phone. A customer might start with an inquiry within chat, switch to phone, and continue later without repeating themselves. AI analyzes the issue, interprets the billing context, and orchestrates a resolution to deliver one cohesive experience to drive greater customer lifetime value (CLV). CLV

increases when customers stay longer and buy more. By unifying front-to-back processes, an AI-powered CRM makes it easier to cross-sell and upsell in a contextual, non-intrusive way. For example, a banking study by McKinsey noted that AI-enabled proactive engagement led to increased cross-sell and upsell opportunities while also reducing cost-to-serve.¹¹

The conventional CRM model is too static, siloed, and shallow to meet this moment, and a new era for CRM is dawning. Tomorrow's CRM will no longer passively collect data but instead take actions across organizational boundaries, guided by AI. It's a future where employees and AI work hand in hand to continuously enhance customer value. Companies that embrace this vision will essentially have an "AI customer team" working 24/7, never forgetting context and constantly learning to deliver unparalleled experiences.

Driving tomorrow's business impact and competitive advantage with an AI-powered CRM

Too often, service is treated as a cost center rather than a strategic growth lever. Yet, it is one of the most under-leveraged value drivers in the customer journey. When disconnected from broader business systems, there's no ability to

cross-sell, personalize offers, or launch adjacent services that meet customers' evolving needs.

AI-native CRM will boost net revenue retention (NRR), reduce churn, accelerate time-to-value, and enhance satisfaction scores by enabling



faster product iteration cycles, real-time problem resolution, and AI-coordinated omnichannel engagement. Accenture estimates that "companies applying generative AI to customer-related initiatives can expect to achieve 25% higher revenue after five years than companies that focused only on productivity."¹² Accelerating reinvention with AI-powered operations is a growth strategy.

Accenture notes that organizations deploying AI only in isolated pilots see minimal value. In contrast, "organizations with the most mature operations report 2.5x higher average revenue

“

Integrating AI throughout the customer journey is a game-changer... transforming customer-facing functions into proactive service models and turning data into actionable intelligence.

growth” because “they have created the necessary foundation to be able to scale gen AI.”¹³ Revenue, by definition, comes from customers. So, when intelligent operations drive revenue, they are inherently tied to customer operations. The customer journey extends across the enterprise, and businesses that leverage smart operations to enhance that entire journey will see the greatest returns.

Integrating AI throughout the customer journey is a game-changer for B2C and B2B enterprises. It transforms customer-facing functions into proactive service models and turns data into actionable intelligence. It also accelerates innovation and responsiveness, all in service of delivering better customer value and enabling teams to reduce cognitive load

and focus on value-added activities.

For executives focused on growth, AI-powered CRM can create new pathways to revenue. Efficiency gains are interlinked with financial outcomes. McKinsey’s “State of the Consumer 2025” report found that businesses could unlock long-term value when rewiring their tech capabilities for growth, including up to a 15%-point improvement in EBITDA margins.¹⁴

A foundational business outcome from enterprise-wide CRM transformation is an uplift in operating margins through intelligent cost-to-serve reduction and enhanced customer outcomes. When AI-powered CRM orchestrates personalized experiences across every customer-related task, operational efficiency is unlocked and calibrated towards measurable customer value, resulting in sustained financial returns.

For example, while Amazon is often recognized for its customer-centric ethos, its success is also built on relentless operational innovation. In the context of CRM reinvention, Amazon’s use of AI and robotics in fulfillment demonstrates how back-office automation directly elevates front-end customer experience by essentially unifying front and back office around customer outcomes like fast delivery. Amazon’s case shows that an AI-driven system of action is not confined to call centers or digital apps—it also extends to physical operations.

In CRM terms, every part of the company that touches the customer outcome, such as

receiving a product on time, is orchestrated intelligently. Amazon effectively treats warehousing and logistics as part of delivering the customer experience, not a separate back-office concern. Many companies struggle here—the “front” promises often get broken by “back” office failures (late shipments, errors, etc.). Amazon’s integrated approach, powered by AI, ensures the back end is as customer-obsessed as the front. This integrated model ensures that all operations are calibrated to deliver on the customer promise consistently and at scale. In doing so, companies can move beyond siloed functions and realize CRM as a true enterprise-wide capability driving service performance and financial outcomes.

CRM evolution starts now

The vision painted here of an AI-fueled, autonomous, enterprise-wide CRM is ambitious. How can companies begin moving forward? There are concrete steps leaders can take today to set the foundation for tomorrow’s CRM. Over the past 12 to 18 months, there has been a surge in enterprises rethinking their CRM and service strategies to deliver seamless, end-to-end customer experiences. With these goals in mind, here are two key actions to consider now:





1. Take a platform approach.

From a technology standpoint, the backbone [to building a connected CRM architecture often involves implementing a unified data platform or customer data platform (CDP) that aggregates data from all sources and deploys integration tools (APIs, middleware) to allow various applications to talk to each other. It also means using AI and analytics as a common layer (“intelligence layer”) on top of this unified data.

BCG’s analysis suggests that only companies “that invest in a state-of-the-art tech stack will be able to support an integrated data, intelligence, and activation layer to implement generative AI solutions at scale.”¹⁵ In their research, they singled out companies they identified as “winners” for extracting value from CRM thanks to their integrated architectures. They estimated that these “winners” would be positioned for anticipated 30–50% AI-driven productivity improvements, far surpassing the

anticipated 10–15% gains of companies that bolted tools onto legacy processes.¹⁶ The activation layer is key—it ensures that insights turn into actions (such as triggering a marketing campaign or alerting a salesperson) seamlessly across the organization.

2. Break down silos and align teams around the customer.

Technology alone won’t achieve the vision. Organizational silos can be just as limiting. This means sales, service, product, marketing, operations, and support must be unified around a single and shared view of revenue, growth, and customer imperatives, including metrics. When everyone sees the big picture, it’s easier to spot where one team’s actions affect another’s outcomes. In practice, companies are creating customer squads for key journeys or segments.

For instance, the new customer onboarding squad might include people from sales, implementation, customer support, product, and supply chain, all working together. They can address pain points that no single department could solve alone. Incentive structure and alignment are also crucial. If every department has separate and sometimes conflicting targets, collaboration can be limited.

For example, key metrics like Net Promoter Score or customer satisfaction that have traditionally only been used to assess the customer service team’s performance can be part of everyone’s performance goals to



promote cross-team coordination. Leadership must champion the “one company, one customer” culture and push cross-departmental authority to drive customer-centric initiatives.

AI-powered CRM is a strategic imperative

The evolution of CRM from a standalone customer management tool to a fully integrated, AI-enhanced growth platform represents both a tremendous opportunity and a strategic imperative for modern enterprises. In the emerging AI-native era, every business must become truly customer-centric and data-driven to stay competitive. That transformation hinges

“

Embracing AI-powered CRM as a full enterprise strategy is no longer optional; it is the path to differentiating and thriving in the years ahead.

on the systems and strategies at the heart of managing customer relationships. A reimagined CRM, functioning as the organization’s central nervous system, is the foundational element that enables this shift.

For executive teams and industry leaders, the signals are clear and the evidence is

overwhelming. Customers are raising the bar, and traditional approaches are not keeping up. Embracing AI-powered CRM as a full enterprise strategy is no longer optional; it is the path to differentiating and thriving in the years ahead. This means leaders must champion breaking down silos and fostering a culture where every department owns the customer experience. It means investing in a connected data architecture and

they need almost before they ask, and employees are empowered to be proactive advisors rather than reactive problem solvers. Their cost to serve is lower, but their customer



“

Start with a bold vision that CRM is not software; it's an experience-driven operating system centered on customers.

platform that allows AI to operate on top of unified information. It also means rethinking metrics and incentives so that teams focus on lifetime customer value, not just quarterly departmental targets. Importantly, success in this journey will require pairing cutting-edge technology with human-centric change.

Imagine it is a few years from now. Your best competitor in the market has an AI-driven CRM humming along such that customers get what

satisfaction is higher. Their product development is informed by real-time customer insight, so they innovate faster. They've essentially built an "AI moat" around their customer relationships. What will it take to match that level of service, especially when your competitor is already so far ahead?

For leadership today, the call to action is to lean into reinvention. Start with a bold vision that CRM is not software; it's an experience-driven operating system centered on customers. Above all, communicate this new vision to the whole organization and stress the fundamental goal of creating value, driving this strategy.



Tomorrow's AI-powered CRM holds the promise of moving companies from a reactive stance to one of anticipatory, insight-driven engagement. It will remember every customer's needs and preferences and act on them in a unified way across the enterprise. The businesses that master this approach will not only satisfy customers but also surprise them, building trust and loyalty that the competition will find hard to match. In an economy increasingly driven by experiences, those relationships are pure gold. Now is the time to

lay the groundwork so that your organization can mine that gold, sustainably and repeatedly, through the power of AI and reimagined CRM.

Endnotes

¹ Avinash Chandra Das, Greg Phalin, Ishwar Lal Patidar, Malcolm Gomes, Rakshit Sawhney, and Renny Thomas, "The Next Frontier of Customer Engagement: AI-enabled Customer Service," McKinsey & Company, March 27, 2023. <https://www.mckinsey.com/capabilities/operations/our-insights/the-next-frontier-of-customer-engagement-ai-enabled-customer-service>.

² Lyons, Sean, Dawn Anderson, Erika Simpson, and Joshua Bellin, "Customer Service on the Brink: Course Correct Now for Future Growth," Accenture, March 13, 2025, *Growth*.
<https://www.accenture.com/content/dam/accenture/final/accenture-com/document-3/Accenture-Customer-service-on-the-brink-report.pdf#zoom=40>.

³ Das et al., "The Next Frontier of Customer Engagement."

⁴ Lyons et al., "Customer Service on the Brink."

⁵ Kate Leggett, "AI Catapults the CRM Market to a Moment of Reckoning," Forrester, March 27, 2025, <https://www.forrester.com/blogs/ai-catapults-the-crm-market-to-a-moment-of-reckoning/>.

⁶ Leggett, "AI Catapults the CRM Market."

⁷ Rachel Diebner, David Malfara, Kevin Neher, Mike Thomson, and Maxine Vancauwenberghe, "Prediction: The Future of CX," McKinsey & Company, February 24, 2021, <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/prediction-the-future-of-cx>.

⁸ Jamie Cleghorn and Rob Stein, "70% of Companies Struggle to Integrate Their Sales Plays into CRM and Revenue Technologies, Finds Bain & Company Survey," Bain, April 23, 2025, <https://www.bain.com/about/media-center/press-releases/20252/70-of-companies-struggle-to-integrate-their-sales-plays-into-crm-and-revenue-technologies-finds-bain-company-survey/>.

⁹ Bough, Victoria, Oliver Ehrlich, Harald Fanderl, and Robert Schiff, "Experience-led Growth: A New Way to Create Value," McKinsey & Company, March 23, 2023, [https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/experience-led-growth-](https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/experience-led-growth-a-new-way-to-create-value)

[a-new-way-to-create-value](https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/experience-led-growth-a-new-way-to-create-value).

¹⁰ Bough et al., "Experience-led Growth."

¹¹ Das et al., "The Next Frontier of Customer Engagement."

¹² Kramer, Jill, and Baiju Shah, "Generative AI for Customer Value Growth," Accenture, March 25, 2024, <https://www.accenture.com/au-en/insights/song/generative-ai-customer-growth>.

¹³ Jill Kramer, "Generative AI for Customer Value Growth."

¹⁴ Coggins, Becca, Christina Adams, and Kari Alldredge, "State of the Consumer 2025: When Disruption Becomes Permanent," McKinsey & Company, June 9, 2025, <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/state-of-consumer>.

¹⁵ Mustaghni, Basir, Bryan Gauch, Benjamin Quirt, Lena David, and Keith Gesche, "Creating More Value With Your Integrated Sales Tech Stack," BCG Global, September 12, 2024, <https://www.bcg.com/publications/2024/creating-value-with-your-integrated-sales-tech-stack>.

¹⁶ Mustaghni, et al., "Creating More Value With Your Integrated Sales Tech Stack."

The Innovation Office

The Innovation Office is the voice of future-focused innovation in ServiceNow. Our research, thought leadership, and co-innovation solutions serve as a blueprint for AI-first business transformation. We are a strategic partner with our colleagues and customers to ignite the “spark of the possible.”

servicenow  **The Innovation Office**

© 2025 ServiceNow, Inc. All rights reserved. CONFIDENTIAL. ServiceNow, the ServiceNow logo, Now, Now Platform, and other ServiceNow marks are trademarks and/or registered trademarks of ServiceNow, Inc. in the United States and/or other countries. Other company and product names may be trademarks of the respective companies with which they are associated.

Publication date: August 2025